

gov03-27

GOVDOC

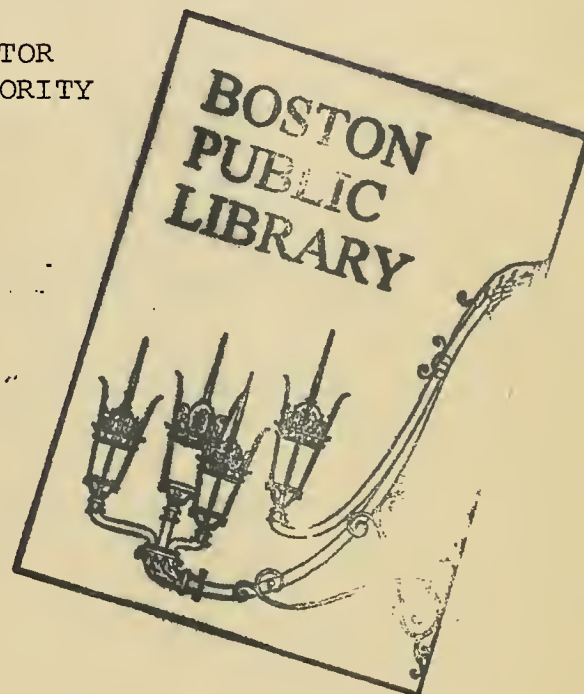
BRA

4085

A CALL FOR HELP AND COLLABORATION IN
PLANNING AND DEVELOPMENT FOR BOSTON'S FUTURE

ROBERT T. KENNEY, DIRECTOR
BOSTON REDEVELOPMENT AUTHORITY

January 17, 1974



Presentation Prepared for the
BRA-MIT-Urban Dynamics Advisory Committee, Inc.
Boston Project
Dialogue Series on
Planning and Development for Boston's Future

A Parkman Conference Center Program

20
BRA



LAWS AND REGULATIONS

LIBRARY OF THE

MASSACHUSETTS

STATE ARCHIVES

I APPRECIATE THE OPPORTUNITY PROVIDED BY THE

DIALOGUE MEETINGS, UNDERWAY SINCE NOVEMBER, TO COMMUNICATE

- ON AN UP-TO-DATE REVIEW OF TRENDS AND PROSPECTS
- ON BOSTON'S FUTURE POTENTIAL
- ON OUR PLANS AND PROGRAMS

AND I APPRECIATE THE MANY THOUGHTFUL QUESTIONS AND

SUGGESTIONS, - WHICH WILL HELP MAKE BOSTON'S PLANS BETTER.

I THINK THE MOST IMPORTANT THING WE CAN DO THIS

EVENING IS TO TALK ABOUT INTERACTION

THE

AMERICAN AND FOREIGN

LIBRARY

OF THE

CONGRESS

OF THE UNITED STATES

FIRST, WHAT ARE THE TRENDS AND PROSPECTS OF THE
CITY OF BOSTON?

THOUGH PROBLEMS ARE MANY, - AND SOME QUITE COMPLEX -,
MOST OF THE VITAL LIFE SIGNS FOR BOSTON ARE ON THE GO SIDE.

BOSTON'S SERVICES ACTIVITY BASED ECONOMY IS EXPANDING
MORE RAPIDLY THAN EVER. AND PROSPECTS FOR THE NEXT FEW YEARS
ARE OUTSTANDING, THOUGH CAREFUL PLANNING IS NEEDED NOW TO ASSURE
CONTINUED GROWTH OF JOB OPPORTUNITIES AND INCOME LEVELS
IN THE LATE 1970'S AND IN THE 1980'S.

IN THE PAST THREE YEARS, THE STRUCTURAL BASE OF THE
CITY'S ECONOMY HAS BEEN AUGMENTED BY MORE THAN 5 MILLION
SQUARE FEET OF OFFICE SPACE. THIS NEW SPACE HAS BEEN
READILY ABSORBED, VACANCY RATES HAVE HELD STEADY AND THOUSANDS
OF ^{FOR SUBURBANITES} NEW JOBS HAVE BEEN PROVIDED. THIS YEAR AND NEXT,

GROWTH, THE CITY IS

WALKING, AND

THE

THE

MORE THAN 7 MILLION SQUARE FEET OF NEW OFFICE SPACE
WILL COME INTO BEING, PROVIDING ADDITIONAL THOUSANDS OF
NEW JOBS. RETAIL TRADE IS REVIVING UNDER THE STIMULUS
OF GROWTH IN JOBS, POPULATION, INCOME AND VISITORS. IN
CHANNELING THIS GROWTH, THE CITY IS TAKING GREAT PAINS
TO PROTECT THE ENVIRONMENT AND PRESERVE THE UNIQUE
CHARACTER OF OUR HERITAGE.

GROWTH IN JOBS AND INCOME ARE PROVIDING A RISING
LEVEL OF OPPORTUNITY.

PEOPLE ARE MOVING BACK TO BOSTON. SINCE 1970, OUR
CITY'S POPULATION HAS BEEN INCREASING, REVERSING TWO
DECADES OF DECLINE. THE 25 TO 34 YEAR OLDS ARE
DEMONSTRATING THEIR PREFERENCE FOR CITY LIFE STYLES,
AND THE OUTFLOW OF FAMILIES WITH CHILDREN HAS BEEN REDUCED.

MUCH OF WHAT IS HAPPENING REFLECTS A LARGE AND
EXPANDING PRIVATE SECTOR COMMITMENT TO THE CITY'S FUTURE
IN THE FORM OF INVESTMENT, UNDERWAY AND PLANNED, IN COMMERCIAL
STRUCTURES, MEDICAL, EDUCATIONAL AND CULTURAL FACILITIES,
AND HOUSING. THE CITY ADMINISTRATION IS INVESTING IN NEW
AND REPLACEMENT FACILITIES AT A GREATER RATE THAN EVER.
MAJOR GAINS IN PUBLIC TRANSIT FUNDING WILL EASE CONGESTION
AND IMPROVE ACCESS. MORE THAN \$1 BILLION A YEAR IS BEING
INVESTED TO MAKE THE CITY A BETTER PLACE TO LIVE AND WORK.



Digitized by the Internet Archive
in 2011 with funding from
Boston Public Library

THOUGH THE CITY'S RECENT RATE OF DEVELOPMENT HAS BEEN GOOD, AND THE LONG-TERM OUTLOOK FAVORABLE, THERE ARE SERIOUS IMMEDIATE PROBLEMS CONFRONTING US. LET ME MENTION JUST TWO, - THE CREDIT CRUNCH AND THE ENERGY CRISIS -, WHICH ARE AFFECTING CURRENT DECISIONS ON INVESTMENT AND CONSTRUCTION.

SOARING INTEREST RATES AND THE SCARCITY OF MORTGAGE FINANCING MAY DELAY PLANNED DEVELOPMENT. HOPEFULLY, FEDERAL CREDIT POLICY WILL SOON FUNNEL MORE FUNDS INTO CONSTRUCTION FINANCING AND FAVORABLY MODIFY THE SITUATION WHICH HAS EMERGED SINCE LAST SUMMER.

IN THE CASE OF THE ENERGY CRISIS, THE SHORT-TERM IMPACT IS HURTING. IN THE LONG-RUN, HOWEVER, THE ENERGY CRISIS

THE

WORK IS DONE, AND GOODS AN

THE

ASSOCIATION, JOINTLY TO

THE

THE

MAY INDUCE FUNDAMENTAL STRUCTURAL CHANGES FAVORING
BOSTON AND OTHER LARGE CITIES.

THE ENERGY CRISIS WILL ENHANCE THE CENTRAL PLACE
ROLE OF OUR LARGE CITIES, - THE PLACE WHERE BUSINESS
IS CONDUCTED, WORK IS DONE, AND GOODS AND SERVICES SOLD
AND PURCHASED WITHOUT FUELING UP THREE TONS OF STEEL
TO SEE A BUSINESS ASSOCIATE, JOURNEY TO WORK, OR BUY A
PACK OF CIGARETTES. THE ERA OF CHEAP AND READILY
AVAILABLE FUEL WHICH FOSTERED SUBURBANIZATION HAS PASSED.

AND THE PRIVATE

LARGE, MORRIS. GOAT

OF THE END, THE

ACHIEVABLE, FIN

THE

BOSTON CAN ACHIEVE LARGE GOALS FOR THE PEOPLE AND THE ECONOMY, OVER THE NEXT 10 YEARS, AND, WORKING TOGETHER, THE PUBLIC SECTOR AND THE PRIVATE SECTOR CAN HELP MAKE REALITY OF THESE LARGER HORIZONS. GOALS FOR BOSTON SHOULD NOT BE UTOPIAN OR OPEN-ENDED, BUT SHOULD BE BASED ON SPECIFIC, FEASIBLE, ACHIEVABLE, FINANCEABLE, COMPATIBLE TARGETS. SOME TENTATIVE APPROACHES HAVE BEEN SET OUT

ION OF ATLANTIC

WART. BOSTON'S GOALS SINCE

BEING HOME

THE SERVICES PROVIDED

INDUSTRIAL

SYSTEMATICALLY IN THE DISCUSSION PAPERS OF THE DIALOGUE
SERIES. SOME IMPORTANT, DESIRABLE OBJECTIVES, -
INCLUDING BLIGHT ERADICATION, ELIMINATION OF POVERTY,
REDUCTION OF POLLUTION AND TRAFFIC CONGESTION, - MAY BE
ACHIEVED ONLY IN PART. BOSTON'S GOALS SHOULD
CERTAINLY FOCUS ON:

- GROWTH IN JOBS AND INCOME *FOR RESIDENTS*
- STRENGTHENING OF THE SERVICES ACTIVITY ORIENTED
ECONOMY
- RECOVERY OF A MARGIN OF INDUSTRIAL JOBS
- REVITALIZATION OF THE CITY AS A PLACE TO LIVE,
AND ITS NEIGHBORHOODS
- A RETURN FLOW OF THE MIDDLE CLASS, AND STABILIZATION
OF POPULATION LEVELS

WORK IN BOSTON AND

DR. C. ALBES THRENTON

THE THRENTON FAMILY IN

THE THRENTON FAMILY

WILLIAM THRENTON

- PRESERVATION OF THE EXISTING HOUSING STOCK, AND

THE CONSTRUCTION OF NEW DWELLINGS TO ACCOMMODATE

PRESENT AND FUTURE RESIDENTS, INCLUDING SOME OF

THOSE WHO WORK IN BOSTON AND WOULD LIKE TO LIVE

THERE
- REDEVELOPMENT OF AREAS THREATENED BY PREMATURE

DECLINE
- COMPLETION OF THE URBAN RENEWAL COMMITMENT OF THE

1960'S, IN ACCORDANCE WITH AN UP-TO-DATE EVALUATION

OF NEEDS AND AVAILABLE RESOURCES
- IMPROVING EDUCATIONAL QUALITY THROUGH EDUCATION

REFORM
- ENHANCING THE ABILITY OF RESIDENT WORKERS TO QUALIFY

FOR THE NEW JOBS ✓

THE GOALS ARE THE SAME

THE GOALS ARE THE SAME

- TAX EQUITY AND TAX REFORM, TO PROVIDE THE

RESOURCES THE CITY NEEDS, AND REDUCE DISINCENTIVES

FOR THOSE WHO WORK AND LIVE IN BOSTON.

THE MEASURE OF OUR ACHIEVEMENT IN THE PAST DECADE

SUGGESTS THAT THESE GOALS ARE ATTAINABLE.

22.

ATION OF PLANNING AND

NO. 100

DOWN

CO. 100

100

PUBLIC POLICY AND PLANS ARE IN THE PRELIMINARY STAGE,
READY FOR THE DIALOGUE WITH THE PRIVATE SECTOR, THAT WE
LOOK FORWARD TO SO THAT WE MAY REACH A CONSENSUS ON
MEANS AND OBJECTIVES.

THE NEW GENERATION OF PLANNING AND DEVELOPMENT
EFFORTS UNDERWAY INCLUDE

- A GROWTH PROGRAM FOR DOWNTOWN
- A NEIGHBORHOOD REVITALIZATION AND DEVELOPMENT
PROGRAM
- A PUBLIC FACILITIES PLAN
- A HOUSING PROGRAM
- A CITY TRANSPORTATION PLAN

YOUR REMAINS TO BE

IF YOUR HELP WE CAN DO

THAT SOMEONE WILL BE

THEY WILL BE

WE HAVE DONE A GOOD DEAL OF SERIOUS HOMEWORK ON THIS
AGENDA AS OUR PLANNING PAPERS PRESENTED IN THE DIALOGUE
SERIES ATTEST. MUCH REMAINS TO BE DONE, AND WE MUST DO
IT TOGETHER. WITH YOUR HELP WE CAN DO GREAT THINGS,
EVEN THOUGH WE CANNOT SOLVE ALL OF THE CITY'S PROBLEMS
OR PROVIDE ALL OF THE NEEDS.

RE

ALERTED TO THE FACT

PROJECTS ALREADY UNDERWAY

W PLANNING FOR OFFICE

THE 1970'S AND THE

FOR THE PRIVATE INDUSTRY

STANDARD

THE AGREEMENT

A WORD OF APPRECIATION FOR THE THOUGHTFUL
OBSERVATIONS AND QUESTIONS POSED BY SOME OF YOU, AND BY
THE USEFUL INSIGHTS OF THE MIT URBAN DYNAMICS GROUP.

WE HAVE BEEN ALERTED TO THE FACT THAT, APART
FROM DEVELOPMENT PROJECTS ALREADY UNDERWAY AND LONG-PLANNED,
THERE IS LITTLE NEW PLANNING FOR OFFICE AND COMMERCIAL
DEVELOPMENT FOR THE LATE 1970'S AND THE 1980'S. THE SAME
COMMENT COULD BE MADE FOR PRIVATE HOUSING CONSTRUCTION.
WE MUST WORK TOGETHER TO ENCOURAGE NEW PLANNING UNDERTAKINGS
IF LONG-TERM GOALS ARE TO BE ACHIEVED.

A NUMBER OF MEMBERS OF THE BANKING AND INSURANCE
COMMUNITY HAVE EXPRESSED INTEREST IN WORKING WITH THE
CITY ON THE PROGRAM FOR HOUSING FIX-UP, AND WE WELCOME THIS,
AND WE OFFER OUR FULL COLLABORATION.

AMICE GROUP HAS RAISED

THAT MERIT REVIEW IS OUR

TO BE TO SUCCEED.

E THE DISTANCE OF THE

UTATION AND HONORING

U. S. REVOLUTION.

OTHERS HAVE EXPRESSED THE OPINION THAT THE CITY'S GOALS FOR DOWNTOWN DEVELOPMENT ARE ACHIEVABLE, AND WE VALUE THIS AFFIRMATION FROM SOMEONE WHO HAS SO CLOSELY MONITORED THE CITY'S PROGRESS OVER THE PAST TWO DECADES.

THE URBAN DYNAMICS GROUP HAS RAISED A NUMBER OF IMPORTANT ISSUES THAT MERIT REVIEW IF OUR PLANNING AND DEVELOPMENT EFFORT IS TO SUCCEED.

THEY EMPHASIZE THE IMPORTANCE OF THE COMPATIBILITY OF GOALS FOR JOBS, POPULATION AND HOUSING, THEY QUESTION THE DURABILITY OF THE SERVICES REVOLUTION, AND THE VULNERABILITY OF BOSTON'S ECONOMY.

THEY PROPOSE THE PROMOTION OF INDUSTRIAL JOBS TO PROVIDE OPPORTUNITIES FOR BOSTON'S LESS PRIVILEGED.

LOCK, AND THE COWS.

LATER EMPHASIS ON DEMOLITION.

DIFFER OF VALUES, AND

ITS, LOSTON'S PLANNING

S AND QUESTIONS, AND

SUBJECT THE VIEW

AT THE IMPROVING THE

THEY URGE THE CITY TO ENCOURAGE NEIGHBORHOOD STABILITY
BY LIMITING THE PROCESS OF CHANGE.

THEY CAUTION US ON OUR APPROACH TO CONSERVATION OF THE
EXISTING HOUSING STOCK, AND THE CONSTRUCTION OF NEW HOUSING.
THEY SUGGEST A GREATER EMPHASIS ON DEMOLITION.

THOUGH WE MAY DIFFER ON VALUES, AND POLICY AND STRATEGY,
AS WELL AS THE FACTS, BOSTON'S PLANNING EFFORT IS BENEFITTING
FROM THEIR INSIGHTS AND QUESTIONS, AND WE WELCOME THEM.

URBAN DYNAMICS SERVES THE VERY USEFUL PURPOSE OF
ASKING THE QUESTIONS. IT IS IMPORTANT TO POINT OUT UN-
CERTAINTIES AND RAISE PROBLEMS AND ISSUES ON PLANNING
AND POLICY. CRITICAL QUESTIONING WILL HELP US DEAL
WITH ISSUES MORE EFFECTIVELY, BRING TOGETHER THE

IN TO DEAL WITH COMPLEX

INTERACTION. LET US

OF'S FUTURE. AND LET

IF HOW WE CAN WORK TOGETHER

I HOPE THAT DOWN GROW

NECESSARY RESOURCES, AND LAUNCH THE RIGHT MIX OF
PROGRAMS.

ONLY WHEN LEGITIMATE QUESTIONS ARE SYSTEMATICALLY
RAISED CAN WE BEGIN TO DEAL WITH COMPLEX ISSUES ON A
RATIONAL BASIS.

NOW FOR OUR INTERACTION. LET US PLAN AND WORK
TOGETHER FOR BOSTON'S FUTURE. AND LET ME SUGGEST THAT
WE MIGHT START WITH HOW WE CAN WORK TOGETHER IN A
PLANNING PROCESS FOR BOSTON'S DOWNTOWN GROWTH PROGRAM.

LABAN

FRAMEWORK FOR A PUBLIC

OPMENT EFFORT. OUR "DOWN

WILL BE AVAILABLE FOR

ILLION OF PUBLIC AND

WHAT DOWN IS

TESTAMENT TARGET

FOR A 10-YEAR PER

I EMPHASIZE THE TERM "DOWNTOWN GROWTH PROGRAM"

FOR WHAT WE HAVE IS NOT A DETAILED, FULLY SPELLED OUT

PHYSICAL PLAN IN THE URBAN RENEWAL PROJECT SENSE,

BUT A RATIONAL FRAMEWORK FOR A PUBLIC-PRIVATE SECTOR

PLANNING AND DEVELOPMENT EFFORT. OUR "DOWNTOWN GROWTH

PROGRAM" BROCHURE WILL BE AVAILABLE TO YOU SHORTLY.

THOUGH SOME \$2.5 BILLION OF PUBLIC AND PRIVATE

INVESTMENT IN BOSTON'S DOWNTOWN IS ALREADY UNDERWAY

AND PLANNED, AND AN INVESTMENT TARGET OF MORE THAN \$4

BILLION IS ENVISAGED OVER A 10-YEAR PERIOD, WHAT WE HAVE IN

OUR "PROGRAM" IS ESSENTIALLY A FRAMEWORK AND AN OPPORTUNITY

FOR PLANNING, WHOSE SUCCESS WILL BE FULLY DEPENDENT ON

YOUR PARTICIPATION.

LEAVE THIS END, WE PAK

4 INTO THREE TYPES OF AREAS

AND COME ATON, (TO PRES

ADDITIONALMENT WITH

EAS - W. WATERFRONT,

1. SOUTH COVE, WHERE

IN COASTAL; (D. 1) IN IN

ONE OF OUR PRINCIPAL INTENTS IN THE DOWNTOWN GROWTH PROGRAM IS TO INSTITUTE A METHOD FOR MAKING THE DEVELOPMENT PROCESS MORE OBJECTIVE, MORE AUTOMATIC, AND LESS ARBITRARY. TO ACHIEVE THIS END, WE PROPOSE TO DIVIDE BOSTON'S DOWNTOWN INTO THREE TYPES OF AREAS: (1) AREAS OF PRESERVATION AND CONSERVATION, (TO PRESERVE OUR HERITAGE), WHERE REDEVELOPMENT WILL BE DISCOURAGED; (2) IMPROVEMENT AREAS, - THE WATERFRONT, WEST END, THE GOVERNMENT CENTER, AND SOUTH COVE, WHERE THE URBAN RENEWAL PLANS WILL BE COMPLETED; AND (3) DEVELOPMENT AREAS, - PRESENTLY IMPACTED BY DETERIORATION AND DECLINE -, BUT IN THE PROSPECTIVE PATH OF GROWTH AND DEMAND. FOR THE PROPOSED "DEVELOPMENT AREAS", AN INCENTIVE ZONING STANDARD WOULD BE ESTABLISHED SETTING MAXIMUM PERMISSIBLE

W. A. 1911

JUST TOGETHER TO HAM

ONLY STILL FOR

TO BE ASHINE

IF MEN

STAYING, THE OFFICE

FLOOR AREA RATIOS, WHICH WOULD BE MODIFIED ONLY IN RESPONSE TO INCENTIVES FOR THE PROVISION OF A PUBLIC AMENITY, - A MINI-PARK, A CULTURAL FACILITY, RETAIL SPACE.

YOU AND WE MUST WORK TOGETHER TO HAMMER OUT A SET OF INCENTIVE ZONING STANDARDS THAT MAKE SENSE, AND A MEANINGFUL WAY OF DISTINGUISHING BETWEEN AREAS OF PRESERVATION AND DEVELOPMENT.

THEN, WE MUST WORK TOGETHER TO DEVELOP THE PLANS AND PROGRAMS FOR THE HOUSING, THE OFFICE BUILDINGS, THE COMMERCIAL AREAS, AND THE RECREATIONAL AND CULTURAL FACILITIES THE CITY WANTS AND NEEDS.

